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COMMANDER AIR MOBILITY COMMAND

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Operations

CONTINGENCY AND WARTIME AIR MOBILITY MANAGEMENT

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(SMSgt Leslie E. McPeak Jr)
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Volumes of AMCI 10-202 implement AFPD 10-2, *Readiness*, to provide procedural guidance to meet a diversity of wartime, contingency, humanitarian, and exercise situations and for guidance in operating an Air Mobility Element (AME), a tanker cell, and elements deployed for AMC mission support. It applies tanker and airlift policy and ties together the functional areas required to manage air mobility assets supporting a theater or specific areas of responsibility (AOR). It discusses basic organizations, taskings, and interfaces applicable to command and control (C2) of AMC-assigned and -provided forces. Organizations subject to this instruction should develop detailed procedures, as needed, to define requirements essential to an AOR. Organizations deployed to support a theater, AOR, or Joint Task Force (JTF) will use these basic concepts, tailored as necessary to meet the needs of the Commander in Chief, United States Transportation (USCINCTRANS); the Commander, AMC (COMAMC); and the supported theater commander in chief. This publication applies to all AMC units, including AMC-gained Air National Guard (ANG) and United States Air Force Reserve (USAFR). The reporting requirement in this directive is exempt from licensing in accordance with AFI 37-124, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*, paragraph 2.11.10.

SUMMARY OF REVISIONS

This revision generally updates the text; clarifies **Figure 3.1.**, replaces "DIRMOBFOR AME" with "AME director" (**3.3.2.**); replaces TACC/XOOZ with TACC/XOS; and adds **Chapter 6**, Command of Deployed Operations.

Chapter 1

INTRODUCTION

1.1. Purpose. This publication provides guidance for operating an AME, a tanker cell, and elements deployed for AMC mission support. It explains basic concepts for deployed C2 of AMC assets, defines the organization of AMC's deployable C2 elements, establishes policy for their employment, and demonstrates the link between strategic and theater C2 for air mobility forces. AMC establishes the doctrine and policy for strategic air mobility. The supported theater retains responsibility for establishing doctrine and policy applicable to theater forces. AMCI 10-202 applies to forces providing deployable C2 elements tasked to support USCINCTRANS and Commander, AMC (COMAMC) mission taskings.

1.2. Changes. Recommendations for improvements to this publication are encouraged. Submit recommendations for changes to this publication to HQ AMC/DOOM.

1.3. Supplements. Due to unique theater procedures, air mobility operations group (AMOG) supplements to this publication may be required to manage in-garrison training and management issues. Send proposed supplements to HQ AMC/DOOM for review before publication.

1.4. Distribution and Control. Distribution is authorized for all agencies requiring guidance on C2 organization. Submit requests and justification through local publications distribution office (PDO). Each AMC agency listed below will maintain this volume:

Tanker Airlift Control Center (TACC) and alternate TACC (ATACC)

Air Reserve component (ARC) operations centers

AMC command posts (CP)--continental United States (CONUS)

AMC airlift squadrons (ALS)

AMC refueling squadrons (ARS)

Air mobility control centers (AMCC)--outside continental United States (OCONUS) and the Pope AFB AMCC.

Air mobility support groups (AMSG)

Air mobility operations groups (AMOG)--CONUS

Air mobility operations squadrons (AMOS)

Air mobility control squadrons (AMCS)

Air mobility maintenance squadrons (AMMS)

Air mobility communications squadrons (AMCOMS)

Aerial port squadrons (APS)

Combat camera squadrons (CTCS)

Tanker task forces (TTF) (Standing)

Combat control squadrons (CCS)

Chapter 2

ORGANIZATION

2.1. General. AMC provides the global reach for US and combined military forces. As both a major Air Force command and a component of United States Transportation Command (USTRANSCOM), AMC is responsible for efficiently and effectively applying the whole range of air mobility resources in support of unified commands, and Department Of Defense (DoD) agencies. AMC forces may be provided exclusively to a supported commander for operational use in the supported AOR or they may be retained by AMC to perform the strategic air mobility role in support of the AOR. AMC has established the TACC and subordinate fixed and deployable C2 elements to manage, coordinate, control, and integrate the AMC forces supporting an AOR. COMAMC determines the extent of deployed C2 elements essential for strategic air mobility. If required, the supported commander-in-chief or joint task force (JTF) commander requests additional theater air mobility support or assets from USCINCTRANS.

2.2. Command Relations:

2.2.1. USTRANSCOM-Assigned Air Mobility Forces. COMAMC will exercise administrative control over USTRANSCOM-assigned air mobility forces (except for assigned C-130s under the administrative control of the Commander, Air Combat Command (COMACC). USCINCTRANS exercises combatant command (COCOM) of USTRANSCOM-assigned forces (other than C-130s) through COMAMC who subsequently exercises operational control (OPCON) through the Commander, TACC (TACC/CC). For USTRANSCOM-assigned C-130s, USCINCTRANS exercises COCOM through COMACC, who exercises OPCON. TACC/CC exercises tactical control (TACON) of these assets for strategic deployment. Air Reserve components (ARC) retain command of their forces prior to mobilization. USTRANSCOM-assigned air mobility forces include strategic and theater airlift and air refueling (to include tanker task forces (TTF)) assets and mission support forces (tanker airlift control element (TALCE), mission support team (MST), etc.). When USCINCTRANS supports the operations of another CINC or commander, joint task force (CJTF) with USTRANSCOM-assigned forces, the TACC will task air mobility assets to fulfill the mission requirements.

2.2.2. Theater-Attached Air Mobility Forces. USCINCTRANS retains COCOM of USTRANSCOM-assigned forces attached to a theater CINC or CJTF. A theater CINC will normally exercise OPCON of air mobility forces through the theater Air Force component commander (AFCC), or joint forces air component commander (JFACC, if established). However, CJTF may exercise OPCON through the commander of Air Force forces (COMAFFOR) or a JFACC, if designated. National Command Authorities (NCA) may direct a change-of-OPCON (CHOP) of USTRANSCOM-assigned forces to a theater commander-in-chief. The NCA directive provides CHOP instructions to include duration and any special directives. Theater-attached mobility forces typically include airlift and air refueling units and mission support force assets, an air operations center (AOC), C-130 wing operations centers (WOC), specific TTFs, combat control teams (CCT), aerial port mission support teams (MST), etc. However, there may be AMC mission support forces (CCT, TALCE, etc.) within or adjacent to an AOR, supporting AMC strategic air mobility operations. Regardless of who eventually employs forces, COMAMC and COMACC retain service authority and remain responsible for training, equipping, and organizing USTRANSCOM-assigned strategic and theater air mobility forces to meet wartime taskings. OPCON will normally revert to USCINC-

TRANS at the end of the employment mission taskings or on departure from the AOR, whichever occurs first.

2.3. Theater Force Management:

2.3.1. The commander-in-chief or joint force commander (JFC) normally retains overarching responsibility and authority over all assigned and attached forces within a theater of operations. The commander-in-chief or JFC commits the resources under his or her OPCON to the respective component commanders in accordance with operational plans (OPLAN) reflecting overall theater strategy. The commander-in-chief or JFC establishes mission priorities and determines where and how the weight of the component forces will be applied. Within this guidance, component commanders allocate and control their resources to complete specific tasks.

2.3.2. The AFCC (or JFACC, if established), exercises overall management of theater air forces. The AOC (or Joint Air Operations Center (JAOC), if established) is responsible for maintaining centralized control over all theater-assigned air assets. Organizationally, the airlift coordination cell (ALCC) and the tanker cell are internal elements of the AOC (or JAOC).

2.3.3. A theater commander-in-chief or JFC may appoint a director of mobility forces (DIRMOBFOR) to assist with the coordination of airlift issues within the theater. The DIRMOBFOR will normally be a senior officer who is familiar with the AOR and possesses an extensive background in airlift operations. When established, the DIRMOBFOR serves as the designated agent of the AFCC (or JFACC if designated) for all airlift issues in the AOR. The DIRMOBFOR exercises coordinating authority among the ALCC, AME, AOC, TACC, and joint movement center (JMC) in order to expedite the resolution of any airlift problems or shortfalls. The DIRMOBFOR may be sourced from theater organizations or USTRANSCOM. USTRANSCOM normally nominates a DIRMOBFOR candidate when strategic mobility implications are significant. The DIRMOBFOR manages theater-assigned and -attached airlift assets through the ALCC and may, at the discretion of the AFCC (or JFACC), manage theater-assigned and -attached air refueling assets through the tanker cell. The DIRMOBFOR also monitors and coordinates strategic air mobility missions assisted by the TACC or AME as appropriate.

2.3.4. Operational Support Airlift (OSA). OSA is an organic asset assigned to a combatant commander or the service secretary of a military department. Aircraft assigned to a combatant commander, called commander-in-chief support airlift, perform tactical airlift and other missions directly supporting combat forces assigned to the theater commander-in-chief. Those assigned to the individual service secretaries, called service support airlift (SSA), support the functions of preparing forces for war. Accordingly, Air Force SSA is used for Air Force requirements and will be controlled by the AFCC or COMAFFOR. SSA missions are validated by the AFCC or COMAFFOR/LGT, as applicable. The theater commander-in-chief will determine who will control theater-assigned OSA. Despite a relatively small capacity, OSA assets can be effective in transporting small, cargo and time-critical personnel (including limited aeromedical evacuation (AE) of ambulatory and non-critical patients) within a theater.

Chapter 3

AME OPERATIONS

3.1. General. This chapter presents concepts and general responsibilities of AME, ALCC, and DIRMOBFOR. TACC/CC directs deployment of an AME to provide a forward element as an extension of the AMC TACC for C2 of strategic air mobility operations, as needed. The DIRMOBFOR will provide the TACC/CC with an assessment of AME requirements. Use of an AME is scenario-driven and normally appropriate for large-scale strategic air mobility operations. Preparing for and conducting wartime operations is the focus of an AME. However, the AME may be tasked for noncombatant operations (primarily airlift and air refueling) such as humanitarian relief. In this scenario, an AME may deploy when an AOC is not present.

3.1.1. When an AOC is present, the AME normally collocates with the AOC and establishes a coordination relationship with the theater staff. As the central agency for planning, coordination, and execution of theater air operations, the AOC normally includes the following C2 functions: an ALCC for C2 of theater airlift forces and the tanker cell for management of theater-assigned and -attached air refueling forces. The AME collocates with the AOC to interface the strategic C2 functions with the AOC. The DIRMOBFOR unifies C2 functions and responsibilities of the AME and ALCC; and, if tasked, oversees the tanker cell. These agencies are interdependent with respect to command, operations, logistics, transportation, and intelligence functions.

3.1.2. In the near term, an AME also deploys for C2 of theater airlift operations when requested. AMEs will continue to augment or provide infrastructure to CENTAF, LANTAF, PACAF, SOUTHAF, and USAFE for theater airlift management, as needed. When the AME provides this support, its director, in concert with the AOC director, determines composition of the theater airlift management staff. This staff will report operational issues to the DIRMOBFOR and AOC director. The AME director will retain administrative control of this staff.

3.2. Concept of Operations:

3.2.1. When supporting a theater operation, USTRANSCOM and AMC require in-transit visibility to monitor, coordinate, and integrate strategic air mobility operations with theater air mobility operations. AMC deploys an AME depending on the scale of the contingency or mobility operation. This requirement is normally included in the time-phased force deployment data (TPFDD) during deliberate wartime planning or may be tasked as needed.

3.2.2. During contingency and wartime operations, theater-assigned air mobility forces may require a theater air mobility operations management staff. The AFCC may establish an AOC and other subordinate theater air control systems to manage Air Force air operations in theater. The theater AFCC determines the precise organization, functions, and augmentation required for the AOC. As a force provider, AMC will provide augmentation management forces to the AOC, when requested by the theater AFCC. Requests from theater commanders for AMC-provided forces should be channeled through USTRANSCOM. Similarly, the JFACC may establish a JAOC, when appropriate.

3.3. Responsibilities:

3.3.1. AME. The AME will monitor, coordinate, and report to TACC on all USTRANSCOM-assigned, TACC-controlled strategic mobility requirements supporting the theater.

Attachment 1 provides objective AME typical functions. The AME will advise the DIRMOBFOR and ALCC of strategic mobility activities (airlift and air refueling) supporting the theater. When conflicts occur in the strategic airflow, the AME will coordinate solutions with the DIRMOBFOR, present a course of action to TACC and implement TACC-approved changes, as needed. AME strategic air mobility responsibilities include:

3.3.1.1. Coordinate with TACC to resolve problems and provide C2 information on air mobility operations (i.e. deconflict use of airspace, airfield operations, and other assets to ensure the seamless integration of strategic and theater air mobility operations).

3.3.1.2. Establish GLOBAL REACH connectivity to the supported theater of operations and supporting command structures (USTRANSCOM and the AMC TACC), represent the TACC to the theater staff, and assist the DIRMOBFOR to resolve conflicts between strategic and theater air mobility operations.

3.3.1.3. Monitor and coordinate strategic air refueling, airlift, and airlift supporting strategic aeromedical evacuation (AE) operations requirements using the Global Decision Support System (GDSS), Command and Control Information Processing System (C2IPS), and Remote Consolidated Aerial Port Subsystem (RCAPS).

3.3.1.4. Coordinate efforts and oversee those forward deployed AMC mission support elements under COMAMC OPCON supporting the theater to include: TALCE, TTF, maintenance recovery team (MRT), MST, initial communications element, and other applicable AMC mission support elements as directed by the TACC.

3.3.1.5. Receive air mobility mission arrival or departure times and passenger or cargo load data from TALCEs or MSTs and provide information to the TACC.

3.3.1.6. Report operational mission status and mission closure to the DIRMOBFOR and TACC and advise the ALCC as needed.

3.3.1.7. Ensure air mobility-related intelligence is collected, analyzed, and disseminated.

3.3.1.8. Coordinate with other theater units to provide security for air mobility forces in or transiting the theater.

3.3.1.9. Coordinate with the theater AFCC (or JFACC) or supported-commander-in-chief staff on provisions for facilities support for airfield maintenance, lighting, and utilities necessary to support operations.

3.3.1.10. Submit AME deployment on-station, progress, and off-station reports to the AMC TACC Mission Support Cell. Within 2 hours of arrival, the AME director will report the location; operation or exercise name; name and rank of the AME director; name and rank, duty position, and home unit of deployed AME personnel; duty phones for individual AME sections; key personnel quarters and phone; telefax number; call sign; type radio frequencies; other communications status (GDSS and C2IPS); facilities status (fixed or portable); equipment status; security status; DIRMOBFOR-AME-tanker cell-AOC collocation and coordination status; DIRMOBFOR phone and location; tanker cell status; and any significant events and information pertinent to AME operations. Submit updates as changes occur throughout the deployment. Updates will indicate personnel scheduled for rotation, release, and redeployment in subsequent reports.

3.3.1.11. Submit the commander's situation report (SITREP) according to AFMAN 10-206, *Operational Reporting*, and the AMC supplement as required.

3.3.2. Tanker Cell and ALCC. When deployed, the tanker cell and ALCC will receive validated theater airlift and air refueling requirements from the theater validating agency and task theater-assigned and -attached airlift and air refueling assets, as appropriate, to satisfy the requirements. When resources are insufficient, the ALCC or tanker cell, in consultation with the AME, will recommend the DIRMOBFOR present to the supported commander-in-chief a request for additional airlift or tanker support from USTRANSCOM. The AME director will also advise the TACC of the request. **Attachment 2** presents an objective tanker cell functions. Normally, the ALCC and tanker cell responsibilities will include the following:

3.3.2.1. Manage, coordinate, and direct theater-assigned and -attached air refueling, airlift, and AE airlift operations to accomplish air mobility requirements.

3.3.2.2. Assign missions and the necessary air mobility resources to subordinate agencies.

3.3.2.3. Provide the AFCC (or JFACC) with the theater air mobility expertise required to exercise OPCON of theater-assigned and -attached air mobility aircraft for the AFCC (or JFACC).

3.3.2.4. Provide theater air mobility representation on the appropriate AFCC (or JFACC) battle staff for advice, information, and status of forces.

3.3.2.5. Ensure air mobility-related intelligence is collected, analyzed, and disseminated.

3.3.2.6. Coordinate with other theater units to provide security for air mobility forces in or transiting the theater.

3.3.2.7. Coordinate with the theater AFCC (or JFACC) or supported-commander-in-chief staff on provisions for facilities support for airfield maintenance, lighting, and utilities necessary to support operations.

3.3.3. Tasking. The theater AFCC (or JFACC) requests theater air mobility augmentation using the Joint Operations Planning and Execution System (JOPES). COMAMC receives validated requests for augmentation through USTRANSCOM. COMAMC will source and task subordinate units to fulfill requests through the TACC. (See AMCR 28-3 (to be replaced by AMCI 10-404), *Mobility Support Tasking*, for detailed explanation of augmentation tasking.)

- AMC augmentation forces to the AOC will deploy with contingency support kits containing essential documents, staff-unique supplies and equipment (i.e. communications-computer systems) required to support operations.

3.3.4. Organization. Each theater's air mobility organization is unique. AMC augmentation forces must be prepared to operate within any theater air mobility organization. The deployed C2 organization described in this chapter is only one way of organizing air mobility operations. The theater JFC and AFCC (or JFACC) are the ultimate authorities for managing theater air mobility forces.

3.4. Organizations for Air Mobility Management:

3.4.1. The TACC manages and controls strategic air mobility assets supporting the theater through fixed facilities and through deployed elements when fixed facilities are not available. The TACC will focus air mobility control and execution through the AME to these forces. Within the AOR, the AOC

manages and controls theater Air Force air mobility forces. **Figure 3.1.** depicts organizations supporting strategic and theater air mobility.

3.4.2. The AFCC (or JFACC) exercises OPCON responsibilities through the AOC. The AOC consists of all the functional areas required to manage Air Force air mobility resources within a theater of operations, and must maintain the flexibility to tailor the organization to a multitude of environments. The ALCC director is responsible to the AOC director who, in turn, is responsible to the AFCC for planning, supervising, and coordinating an efficient and effective theater air mobility effort. The ALCC director coordinates this theater effort with the DIRMOBFOR to ensure proper integration with strategic air mobility operations. In most cases, the AFCC (or JFACC) empowers the DIRMOBFOR with operational authority over the entire theater air mobility effort.

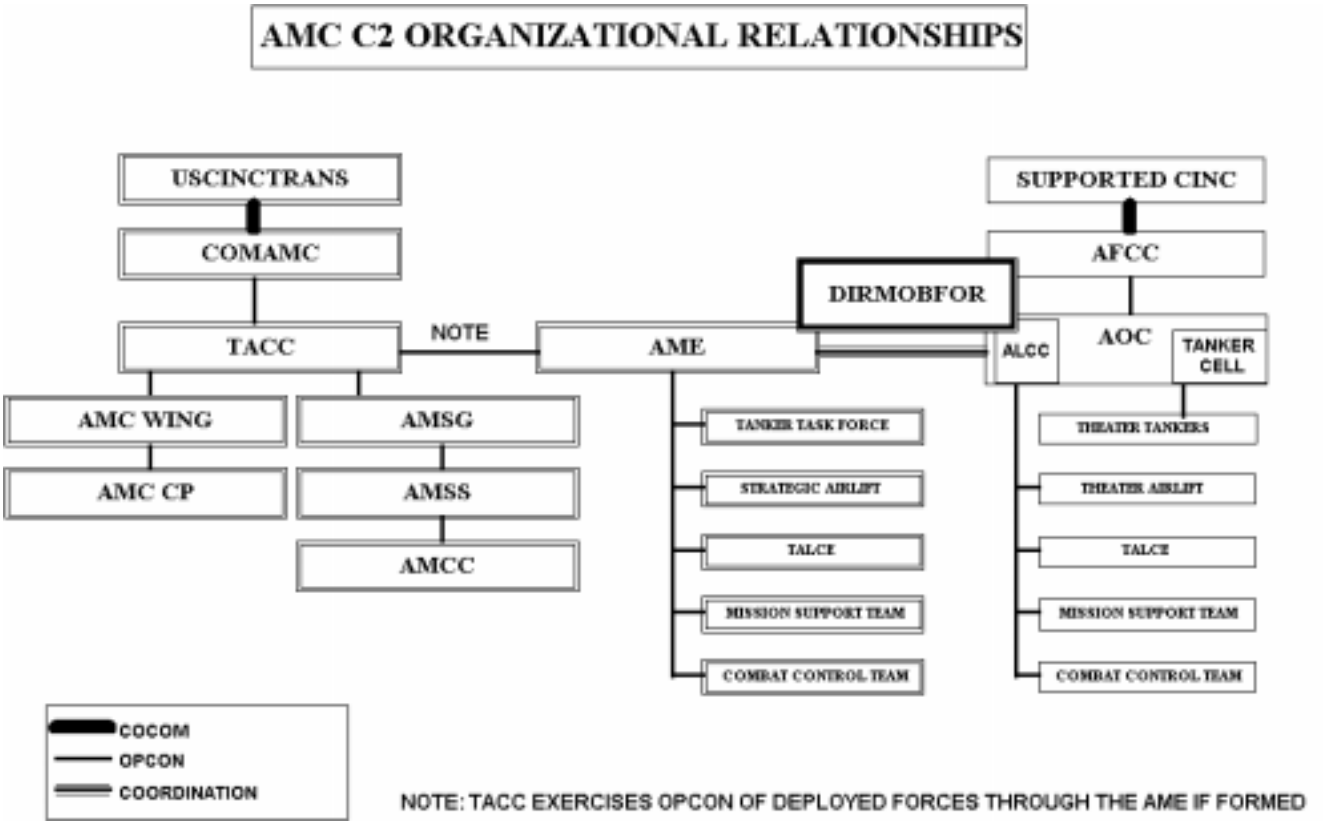
3.4.3. The theater patient movement requirements center (TPMRC) (formerly combined activities represented by the aeromedical evacuation coordination center (AECC) and joint medical regulating office (JMRO)) serves as advocate within the AOC to support management of a special category of cargo and passengers that require unique expertise not normally available within the AOC.

3.4.3.1. The TPMRC is the theater coordination center for all activities related to the execution of patient AE operations. Specific responsibilities include overall management of theater patient AE operations, coordination with the AMC component for airlift to match requests for patient AE with available resources, assignment of AE missions to appropriate AE units and elements, and coordination for strategic AE support provided by AMC.

3.4.3.2. The TPMRC coordinates with the TACC (or AME when formed) for all strategic mission requirements and theater AE missions requiring use of strategic airlift resources. The TPMRC is staffed for 24-hour operations. During contingency operations, the TPMRC may be augmented by trained AE support forces sourced from AMC. Regional TPMRCs may be established within the theater.

3.4.3.3. When employed, the regional TPMRC accomplishes detailed planning, coordination, and execution for regional AE mission operations. When a regional TPMRC is employed, the theater TPMRC is released from conducting detailed intra-theater operations and assumes an overall operations monitoring role. The TPMRC director is responsible to the director of AE forces, unless they are the same individual. In this case, the TPMRC director is responsible to the AOC director.

Figure 3.1. Organizations for Strategic and Theater Air Mobility.



3.5. DIRMOBFOR Nomination and Selection Process :

3.5.1. USTRANSCOM will nominate a DIRMOBFOR when requested by the supported theater. A DIRMOBFOR should be selected early in the planning process for all contingencies and exercises employing significant strategic or theater air mobility forces. This includes applicable JCS-sponsored exercises, ACC-sponsored BLUE FLAG exercises, anticipated large-scale contingencies, and as designated in OPLANS. The supported AFCC (or JFACC) designates the DIRMOBFOR. The AFCC (or JFACC) may select the USCINCTRANS nominee or select a DIRMOBFOR from the theater or other staff. For DIRMOBFOR nomination, previous attendance at the DIRMOBFOR course is desired, but not mandatory.

3.5.2. The DIRMOBFOR should be responsible to the supported commander-in-chief for effective theater air mobility planning and coordination of strategic air mobility operations. The DIRMOBFOR provides TACC/CC an estimate of the required size and composition of manpower and other resources for the AME. During contingency or operation planning, the DIRMOBFOR works with planners from USTRANSCOM, AMC, and the supported theater to establish the air mobility concept of operations. AMC planning efforts should include representatives from AMC's AMOGs.

3.5.3. DIRMOBFOR participation is essential to realistic air mobility exercises. Many exercises require long lead times for extensive air mobility planning. The supported theater planning staff performs the bulk of the exercise planning effort assisted as necessary by AMC, TACC, and AMOG staffs. In all cases, the DIRMOBFOR remains the single individual accountable to the supported

commander-in-chief for the adequacy of theater air mobility planning, and the effectiveness of air mobility operations.

3.5.4. Select an AMC DIRMOBFOR as follows:

3.5.4.1. TACC/XOS will maintain an AMC DIRMOBFOR candidate list. Each numbered Air Force (NAF) Vice Commander is AMC's primary focal point for AMC DIRMOBFOR issues in their respective AOR. The candidate list will be composed of AMC individuals who have completed DIRMOBFOR training or individuals with experience as a DIRMOBFOR. The list provides a reference for TACC/CC to determine a DIRMOBFOR nominee. In coordination with the respective AMC NAF, TACC/XOS will provide TACC/CC a primary and alternate nominee for consideration. Candidates from the inspector general or director of safety staffs will not be selected as DIRMOBFOR for exercises, but may be used during contingencies. Candidates will not normally come from the TACC staff.

3.5.4.2. TACC/CC will provide a nominee for COMAMC and USCINCTRANS consideration. TACC/CC will coordinate with COMAMC and USCINCTRANS for approval of AMC's nominee. If approved, TACC/XOS will formally task the selected DIRMOBFOR, when directed. The same selection process will be followed if a deputy DIRMOBFOR is required. When time constraints preclude the proper coordination process, TACC/CC may select an interim DIRMOBFOR for immediate planning or deployment as required. The formal nomination and selection process will follow, as needed.

3.5.5. DIRMOBFOR training will be as follows:

3.5.5.1. The Air Force Air Mobility Warfare Center (AMWC) will announce seminar dates and coordinate training slots. Training slots are offered to the following agencies: LANTAF, AMC, CENTAF, PACAF, SOUTHAF, USAFE, AFRES, and NGB. LANTAF, CENTAF, PACAF, SOUTHAF, USAFE, will be offered two slots each. AFRES and NGB will be offered four slots each. AMC will be allocated the remaining slots. HQ AMC/DOO will coordinate DIRMOBFOR training for AMC headquarters' candidates. AMC wing commanders and vice commanders, operations group commanders and vice commanders, and selected AMC colonels (O-6 and O-6 selects) will receive DIRMOBFOR training as required.

3.5.5.2. TACC/XOS will update the AMC candidate list following the completion of each DIRMOBFOR seminar. The list will indicate: name, date attended the DIRMOBFOR course, and experience and taskings the candidate has received as a DIRMOBFOR. TACC/XOS will request updates from NGB, AFRES, and each AMC headquarters and NAF director and chief of special staff.

3.5.5.3. DIRMOBFORs for contingencies are nominated based on real world mission demands. Training opportunities will be directed to NGB and AFRES when they offer to participate, or it will be directed if units are activated in response to a contingency and their candidates are available for DIRMOBFOR tasking.

Chapter 4

THEATER AIRLIFT REQUESTS AND TASKING

4.1. General. This chapter presents the typical theater airlift request, coordination, and tasking process used to obtain theater airlift. The supported theater commander-in-chief determines the request and tasking procedures to be used. Theater airlift is used to increase the mobility of all US forces and other selected armed forces. Airlift is a common user asset. Theater forces requesting airlift use the airlift request (AIRLIFTREQ) message to request common user airlift support for planned and immediate fixed-wing airlift. Once validated, the AOC's ALCC integrates these missions into the air tasking order (ATO) and the airlift mission schedule (ALMSNSCD).

4.2. Types of Airlift Requests:

4.2.1. Planned Airlift Requests. Planned requests are those received by the AOC in sufficient time to be included in the normal ATO cycle. These requests are anticipated based on detailed planning and coordination. Requests are sent through service channels to the joint force commander's (JFC) agent for validation, prioritization, and approval. Normally, the JFC's agent is the joint movement center (JMC) or joint transportation board (JTB), if established. The agent sends validated airlift requirements to the AOC or ALCC for mission scheduling and execution. The AOC establishes required lead time to coordinate planned airlift based on operational requirements and the capability of available airlift resources. **Figure 4.1.** provides a notional diagram of a planned airlift request.

4.2.2. Immediate Airlift Requests. Immediate airlift requests are generated to meet specific unforeseen, time-critical requirements. Requests are normally initiated in response to time-sensitive tactical situations. Requests are provided through the same channels as planned airlift requests. However, notifications and taskings are not included in the ATO cycle. On receipt of a validated requirement from the JFC agent, the ALCC finalizes mission coordination and issues the execution order. Immediate airlift requests may be filled by diverting or canceling scheduled missions or by generating a standby capability. **Figure 4.2.** provides a notional diagram of an immediate airlift request.

4.3. Airlift Tasking. ALCC accomplishes detailed coordination and planning for daily airlift operations, which are is based on a continuous flow of information from operational reports, intelligence, and other sources, including liaison with superior, lateral, and subordinate elements. ALCC prepares the airlift section of integrated theater ATO and issues ALMSNSCD with detailed instructions to airlift units and users. Airlift units receive taskings via ATO and ALMSNSCD. Airlift WOCs schedule and brief aircrews on individual airlift missions.

4.4. ATO and ALMSNSCD . The airlift section of ATO supplements the basic theater operations order and contains all planned missions and special instructions for the next effective period (normally issued daily) according to the appropriate operations plan, operations order, or exercise order. ALCC coordinates and finalizes taskings and presents them to AOC combat plans division for inclusion in the integrated theater daily ATO. ALCC also issues ALMSNSCD containing detailed mission and special instructions (configurations, users, type load, POCs, etc.) to be aligned with airlift ATO input.

- **Classification:**

  ATOs and ALMSNSCDs are classified according to theater directives. Using "NOFORN" must be avoided when possible to facilitate coordination with host nations or allied and combined air forces for airspace use or fighter protection.

Figure 4.1. Request for Preplanned Theater Airlift.

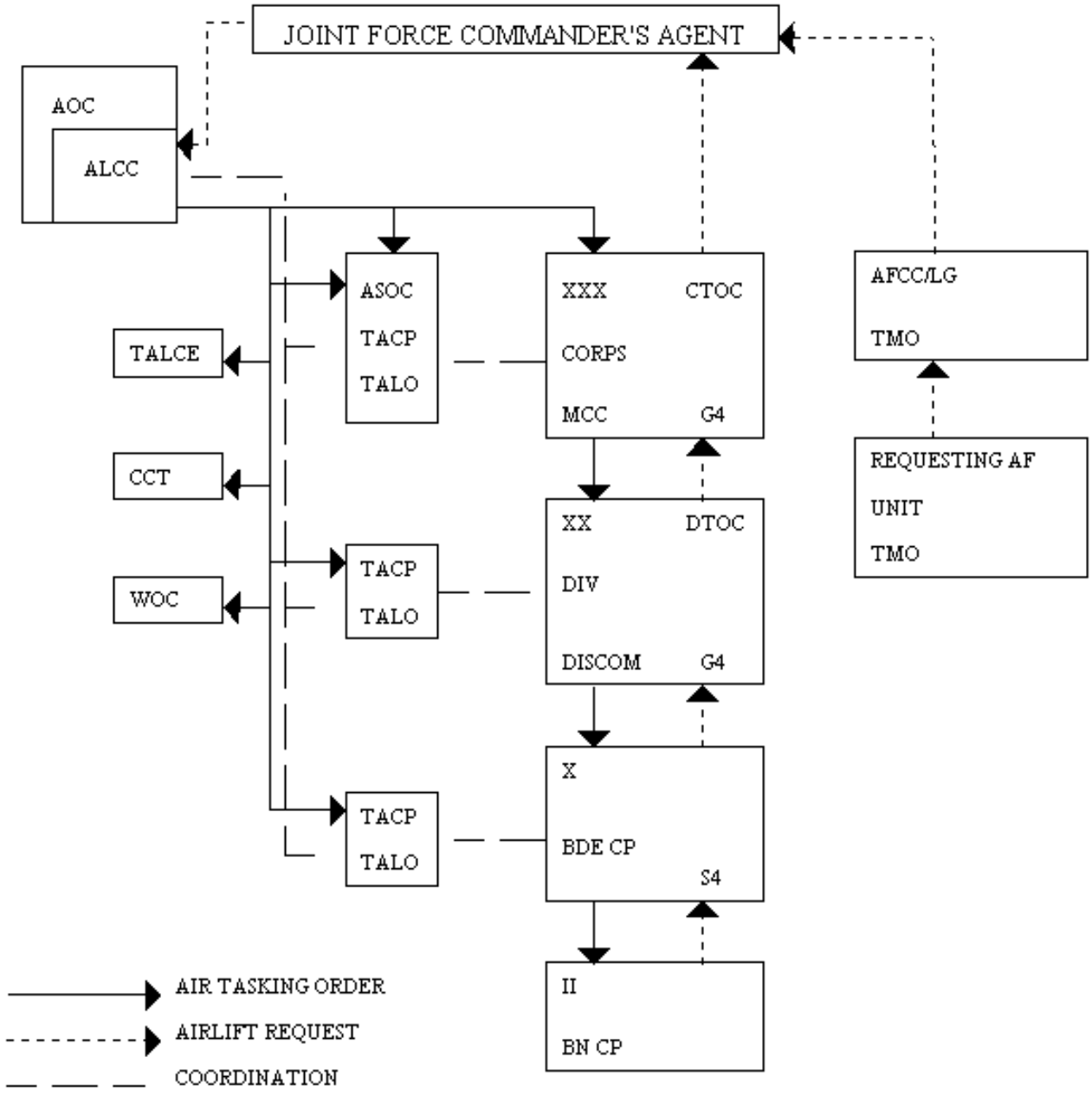
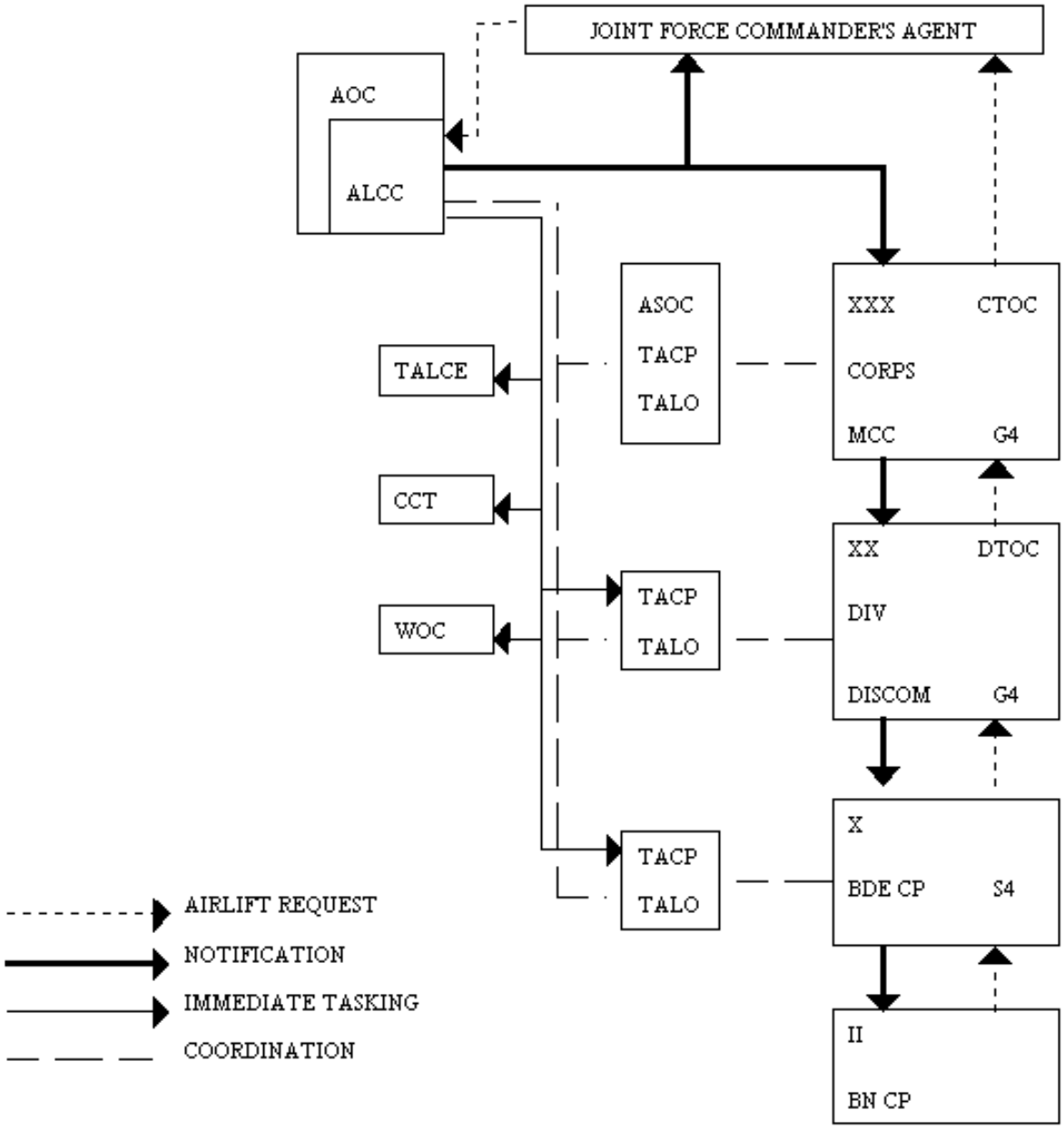


Figure 4.2. Request for Immediate Theater Airlift.



Chapter 5

THEATER AIR REFUELING REQUEST AND TASKING

5.1. General. In theater, air refueling is used to increase the radius of operations of strike aircraft and to extend the mission duration of combat support aircraft. Tanker aircraft are allocated to support validated refueling requirements based on priorities established by AFCC (or JFACC). Validation is assumed if the supported mission has been approved by AFCC (or JFACC). Tanker units receive tasking via the integrated theater ATO. TTFs schedule, plan and brief aircrews on individual tanker missions. Additional tanker assets may be requested by the theater commander-in-chief from USCINCTRANS if additional validated refueling requirements need to be met.

5.1.1. AMC provides a tanker cell or augmentation support to establish a tanker cell when requested by the supported theater. AMC elements provided to a tanker cell are under the theater commander-in-chief's OPCON. Tanker cell provides theater air refueling and airlift expertise to the AFCC and AOC director (and DIRMOBFOR, as tasked). The Tanker cell plans, directs, coordinates, and executes theater air refueling requests and taskings.

5.1.2. TTF commander exercises C2 responsibilities through the TTF operations center. It is the focal point at the flying unit for interface with other elements of the Theater Air Control System (TACS). TTFs tasked to provide theater air refueling may revert to the OPCON of the supported AFCC (or JFACC), when directed, or remain under COMAMC OPCON when supporting strategic missions.

5.2. ATO. Air refueling is critical to theater air operations. Receiver planners should include tanker operations' coordination in the ATO preparation process as early as possible. Once strike packages are initially approved, AOC fighter duty officers (FIDO) begin coordinating packages with fighter units and package supporting units. Other receiver units use similar procedures to ensure adequate air refueling support is available. Coordination includes determining refueling requirements for the mission and providing these requirements to tanker planners in combat plans (physically collocated with the receiver planners). Theater-assigned tankers may also provide air refueling support to strategic air operations (fighter deployments, long range bomber strikes, etc.) if sufficient assets exist in any given ATO cycle. Request for this support must be coordinated through the TACC (or AME, if deployed) and factored into the air refueling equation. After scheduling conflicts have been resolved between receivers, tanker planners will schedule and assign the best available type of tanker (KC-135 or KC-10) selected from the most appropriate base. Tanker planners provide this information for inclusion in the ATO.

5.3. ATO Changes . The dynamic nature of theater air operations will require changes to tanker operations planned in the ATO. Coordinated changes will be incorporated into a formal ATO change according to the procedures above. Because of rapidly evolving tactical situations, it may not be possible to incorporate all changes into formal ATO change. Tanker controllers in combat operations will divert scheduled tanker missions or generate standby capability to support inflight refueling requirements generated by the changing tactical situation. When appropriate, the airborne command element (ACE) of the Airborne Warning and Control System (AWACS), assisted by a tanker representative on the ACE team, will direct real-time changes to the air battle, including responding to emergency air refueling requests.

Chapter 6

COMMAND OF DEPLOYED OPERATIONS

6.1. General. This chapter presents the policy for organizational structures and command relationships for AMC deployed operations. The intent of this chapter is to provide guidelines for establishing AMC deployed operations. The structures explained in this chapter are notional and may vary based on scope, size, and composition of the supported operation.

6.1.1. AMC has scaled back its peacetime en route structure due to U.S. military cutbacks overseas. AMC deploys units ranging in size from a mission support team (MST) or tanker airlift control element (TALCE) to a fully robust, bare-base installation supporting operational levels above the current en route structure capability. An increasing need for cohesive AMC management of resources at deployed locations exists because of Base Operating Support (BOS) shortfalls identified by the supported command. In the past, AMC units have not integrated the deployed organizational elements with BOS activities. However, AMC has successfully filled these requirements when tasked. Although AMC does not plan to deploy its units with BOS assets, it is imperative for AMC to maintain a capability to fulfill limited or total BOS requirements with trained, well-equipped personnel. A standardized command structure and full unit integration will result in efficient use of manpower and resources.

6.1.2. The concept of operations for command of deployed operations incorporates leadership and management elements at locations where AMC has established deployed units. This chapter discusses deployed units, outlines basic organizational structures, and defines deployed commander roles and responsibilities.

6.1.3. The TACC Commander will task AMC personnel to command deployed units under AMC operational control. Deployed command element positions include: Mobility task force (MTF) commander, tanker task force (TTF) commander, deployed operations commander (DOC), deployed support commander (DSC), TALCE commander and MST Chief, and mission commander. Each of these positions will be identified in the air mobility tasking message, as applicable.

NOTE:

The senior deployed AMC commander must ensure assigned personnel and resources survive and operate at the deployed location. This responsibility includes establishing an air base operability (ABO) command and control organization to direct actions that mitigate and recover from the effects of accidents, natural disasters, or hostile actions. The deployed AMC ABO command and control organization consists of a survival recovery center (SRC) or contingency response cell (CRC) function, and unit control centers as appropriate to deployed host-tenant relationships. See AMCI 10-212, Air Base Operability, for additional guidance and AMCPAM 36-4, Air Base Operability Training, for training opportunities.

6.1.4. Deploying command and control (C2) elements will normally consolidate with any existing AMC C2 function at the deployed location. When an AME is formed, the TACC and deployed units will coordinate actions concerning deployed operations through the AME.

6.2. Responsibilities:

6.2.1. Mobility Task Force Commander (MTF/CC). The MTF/CC is the senior AMC commander at a deployed location with AMC air refueling and airlift missions. The MTF/CC organizes and directs AMC deployed forces and provides liaison to the host theater for AMC requirements. The MTF/CC has the equivalent operational authority of an AMC wing commander, without UCMJ authority, unless on "G" series orders. The MTF/CC will ensure functions align organizationally based on situational requirements for mission accomplishment realizing that air refueling and airlift missions are equally important. The MTF/CC is responsible to the TACC/CC for mission accomplishment. The MTF/CC will coordinate actions through the AME, if formed.

6.2.2. Tanker Task Force Commander (TTF/CC). The TTF/CC is the senior AMC commander at deployed air refueling operation locations. The TTF/CC directs air refueling activities and related functions including assigned AMC and AMC-gained personnel and resources. The TTF/CC is responsible to the TACC/CC for mission accomplishment. The TTF/CC will coordinate actions through the AME if formed.

6.2.3. Deployed Operations Commander (DOC). If assigned, the DOC is the senior AMC commander at deployed airlift operation locations. The TALCE/CC and DSC report to the DOC. The DOC is responsible for coordinating airlift operations with the host and other users of the airfield. The DOC is responsible to the TACC/CC for mission accomplishment. The DOC will coordinate actions through the AME if formed.

6.2.4. TALCE Commander and MST Chief. The TALCE/CC or MST Chief (if a small operation) directs C2 of AMC assets at deployed locations to include: controlling aircraft ground operations, aircrew management, airfield management, logistics, and loading operations. The TALCE/CC is responsible to the TACC/CC for mission accomplishment. The TALCE/CC will coordinate actions through the AME if formed.

6.2.5. Deployed Support Commander (DSC). If assigned, the DSC directs AMC mission support activities in support of deployed AMC operations. This may include establishment of functional BOS or integration of AMC BOS elements with augmentation BOS elements provided by other commands. BOS elements may include, but are not limited to, personnel support for contingency operations (PERSCO), base engineer emergency force (Prime BEEF), readiness in base services (Prime RIBS), security police, medical, and communications activities. The DSC oversees the installation ABO program and directs SRC and CRC operations.

6.2.5.1. The DSC reports to the MTF/CC, TTF/CC, DOC, or TALCE/CC,depending on the operation. Tasking agencies must take this into consideration when determining the appropriate rank of the DSC.

6.2.5.2. For high-threat environments, the DSC will train to respond to the full range of nuclear, biological, chemical, and conventional (NBCC) attacks. In addition, these commanders will train for low-threat environment responses.

6.2.5.3. For low-threat environments, DSCs will train for effecting the response to major accidents, natural disasters, civil disorder or unrest, disease, and other isolated hostile threats (i.e. flightline penetration or terrorist activity).

6.2.5.4. Support groups from Fairchild, Grand Forks, and McConnell Air Force Bases to train DSCs for high and low-threat environments according to AMCI 10-212 and AMCP 36-4. All other support groups tasked to provide a DSC will train for low-threat environments according to these directives.

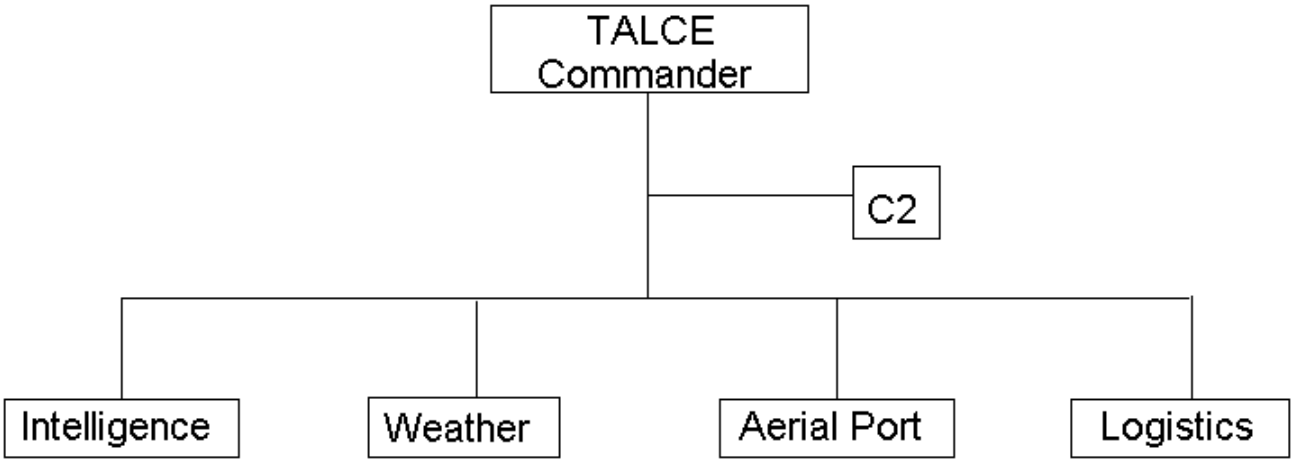
6.2.6. Mission Commander. The mission commander directs mission operations when a formation of two or more aircraft perform an air mobility mission. The senior rated officer on an aircrew may be assigned this responsibility if aircrew duties and crew rest permit. If conflicts with aircrew duties exist, another qualified individual may be designated as mission commander to ensure mission coordination is complete. Mission commanders are designated according to 11-series with multicommand instructions.

6.3. Concept of Operations:

6.3.1. Airlift Missions:

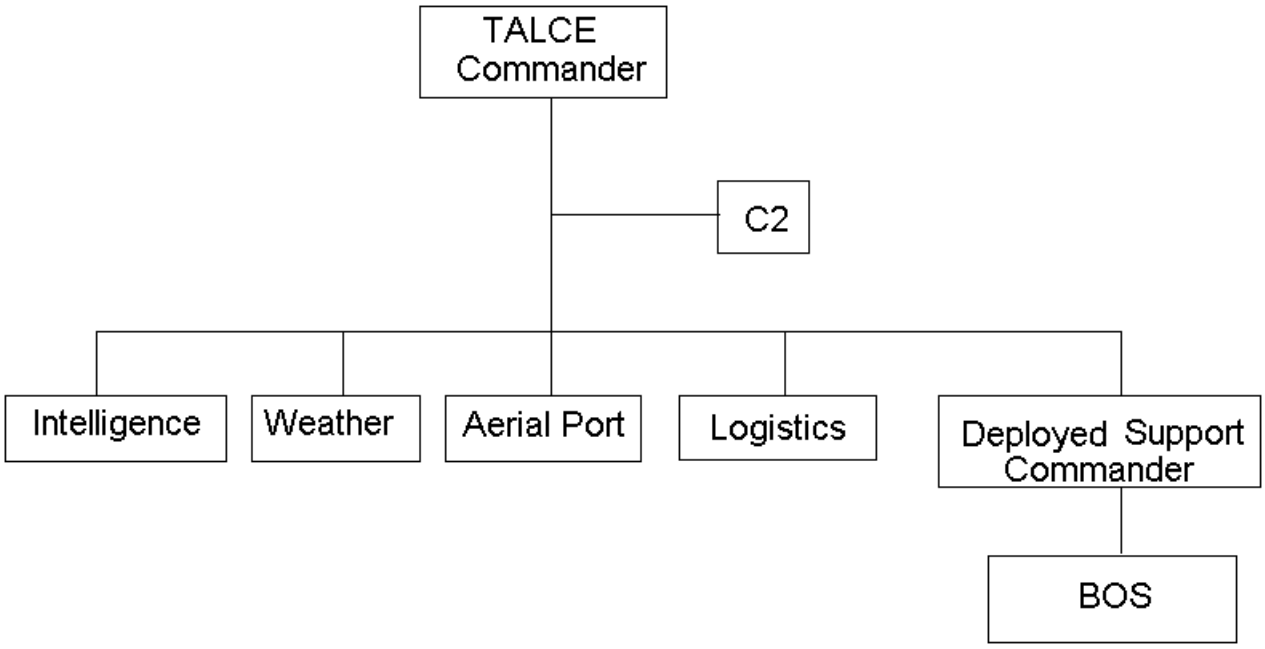
6.3.1.1. TALCE/MST. A TALCE normally deploys at the onset of exercise, humanitarian, or contingency operations to locations supporting airlift missions. TALCEs consist of, but are not limited to, a commander and mission support elements (MSE). MSEs include, but are not limited to, the following: C2, aerial port, logistics support, weather, intelligence, and security police functions, depending on mission requirements. A TALCE will be sized according to the requirements being supported (i.e. maximum on ground (MOG), cargo, passengers, and location to be serviced). **Figure 6.1.** depicts a typical basic structure of a TALCE.

Figure 6.1. TALCE Structure.



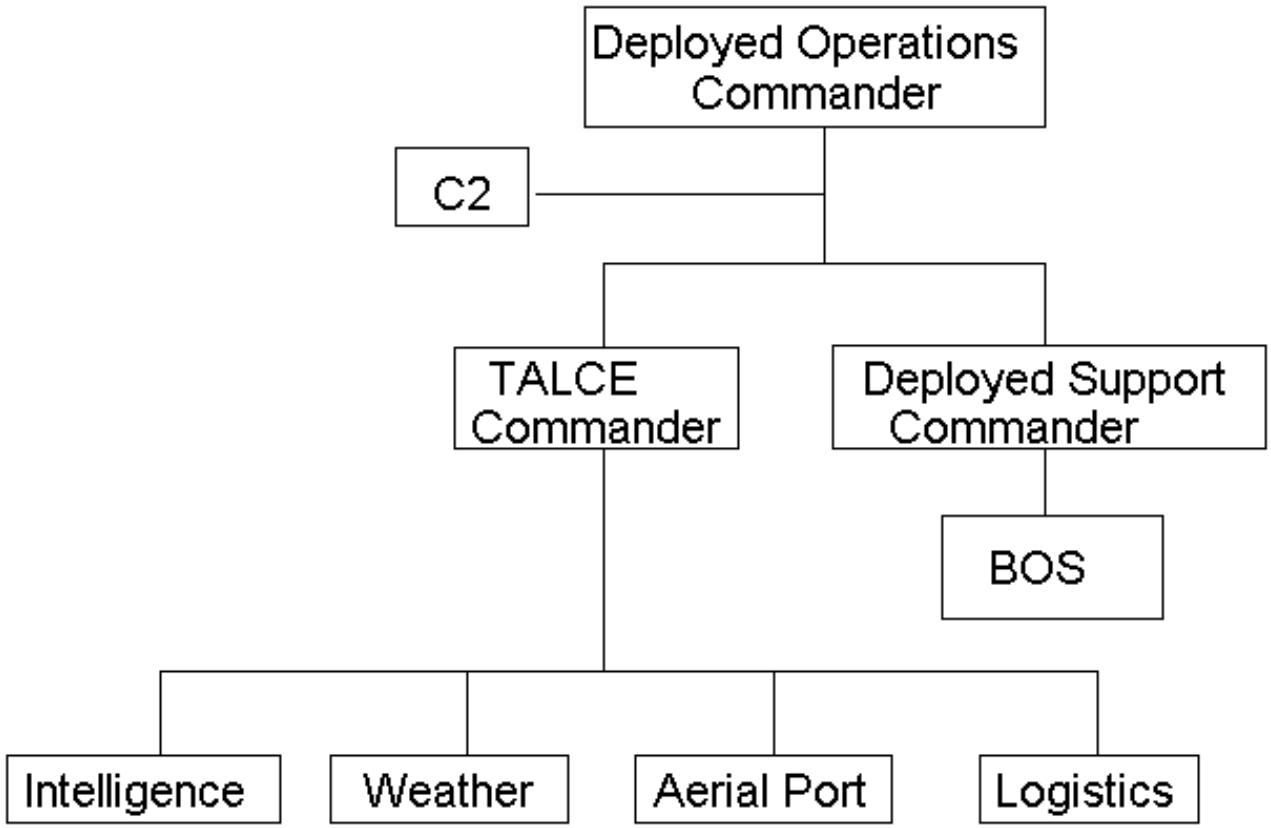
6.3.1.2. TALCE with BOS. The supported command is primarily responsible for providing the required BOS. AMC may, however, provide BOS when the supported command shortfalls requirements. When operations expand beyond the scope of a TALCE operation, AMC may deploy a DSC to manage BOS and other support activities. The TALCE/CC and DSC (if assigned) will work in concert to ensure assigned personnel and resources are properly prepared to survive and operate at the deployed location. This includes, but is not limited to, recovery from the effects of accidents, natural disasters, or hostile actions. If the deployed location is collocated with a host base, ABO, SRC, and CRC functions should be closely coordinated with the host unit. **Figure 6.2.** depicts a typical TALCE organizational structure with a BOS element.

Figure 6.2. TALCE with BOS Structure.



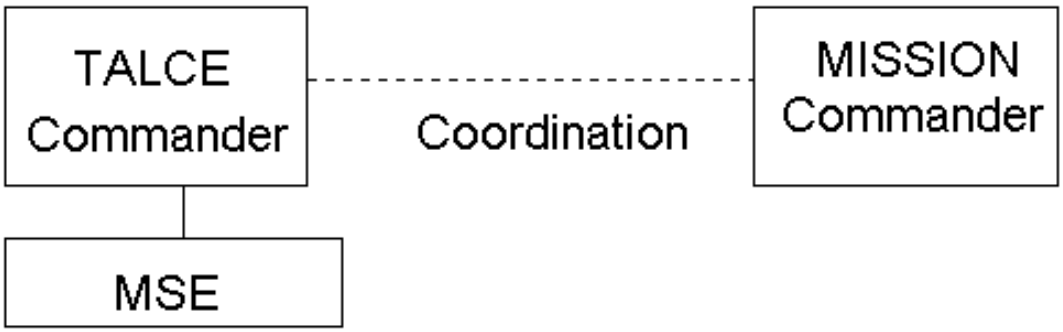
6.3.1.3. When the size of the deployed operation increases beyond the scope of the TALCE/CC, a DOC may be tasked. The DOC coordinates with appropriate agencies for required support. The TALCE/CC manages the airfield and airlift operations and reports to the DOC. **Figure 6.3.** depicts a typical deployed operation consisting of a DOC, TALCE, DSC and BOS.

Figure 6.3. DOC with TALCE and DSC/ BOS.



6.3.1.4. TALCE and Mission Commander Relationship. The mission commander is responsible for mission accomplishment. For operations conducted from or transitioning through a deployed location, the mission commander will coordinate closely with the TALCE for support requirements. The TALCE will continue to manage airfield operations. **Figure 6.4.** depicts these relationships.

Figure 6.4. TALCE and Mission Commander Relationship.

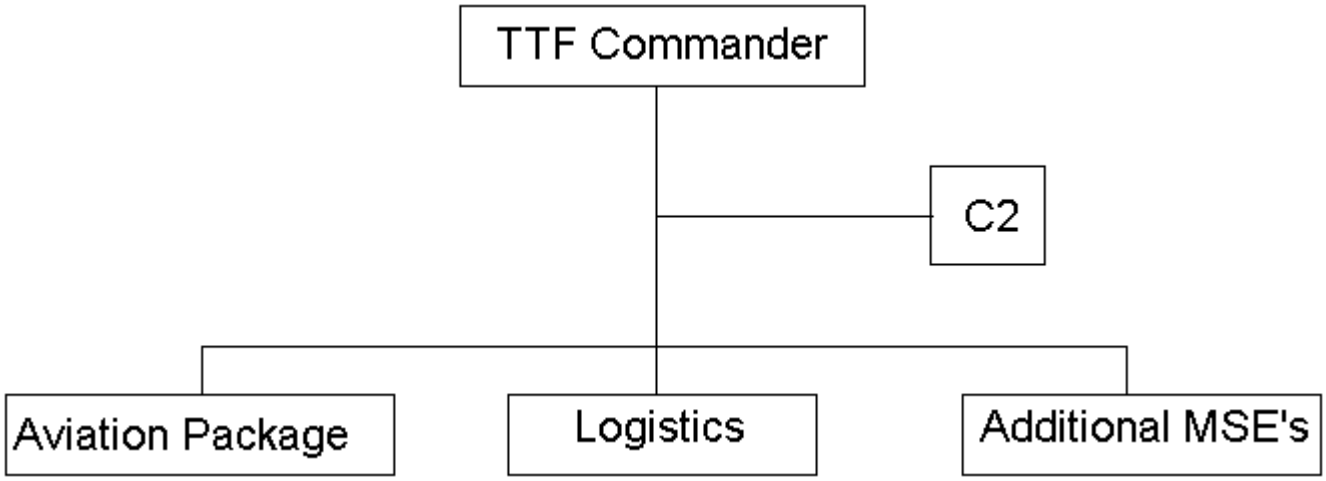


6.3.2. Air Refueling Missions :

6.3.2.1. Deployed air refueling operations are managed by an organizational structure provided in wing headquarters unit type codes (UTC) organic to tanker aviation packages. TTF/CCs are embedded in these UTCs.

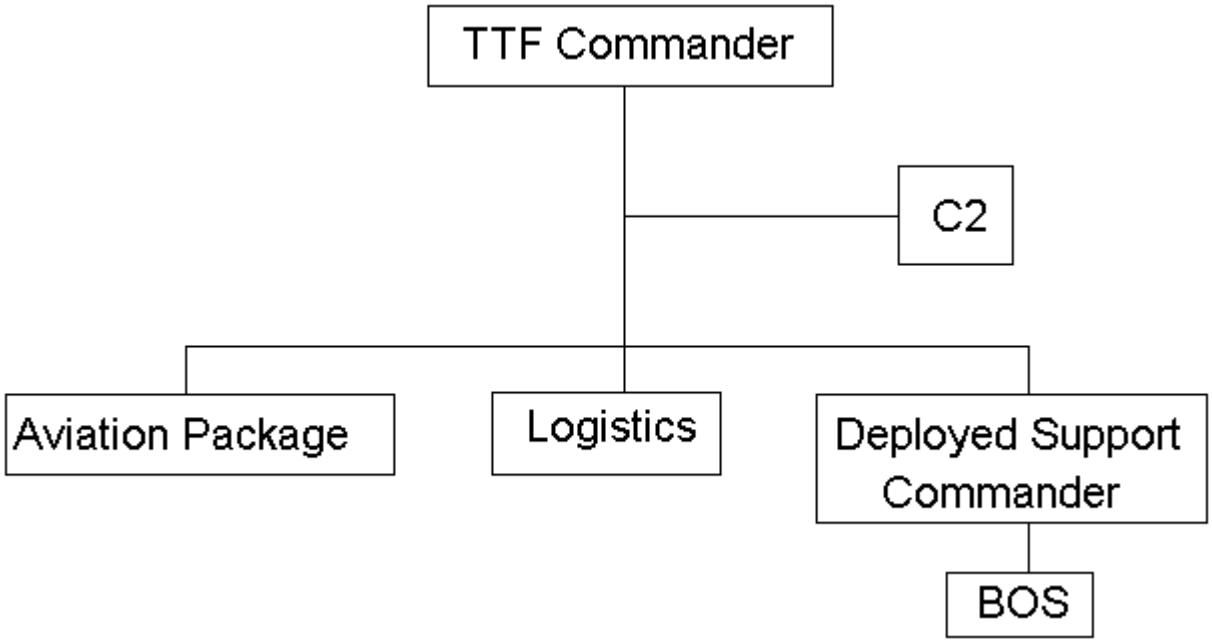
6.3.2.2. Deploying air refueling operations will be sized and structured based on the requirement and location. AMC may deploy only aircraft, aircrews, an aircraft maintenance package, and other required MSEs for small TTF operations. In this circumstance, BOS requirements may be satisfied by the host base or the local economy. **Figure 6.5.** depicts a typical deployed air refueling operation.

Figure 6.5. TTF.



6.3.2.3. For a large TTF, additional command elements may be deployed as necessary. The DSC is not included in the standard tanker wing headquarters UTC package and must be independently deployed (if required) to manage BOS resources. **Figure 6.6.** depicts a typical deployed air refueling operation with a DSC and BOS in the organizational structure.

Figure 6.6. TTF with BOS.

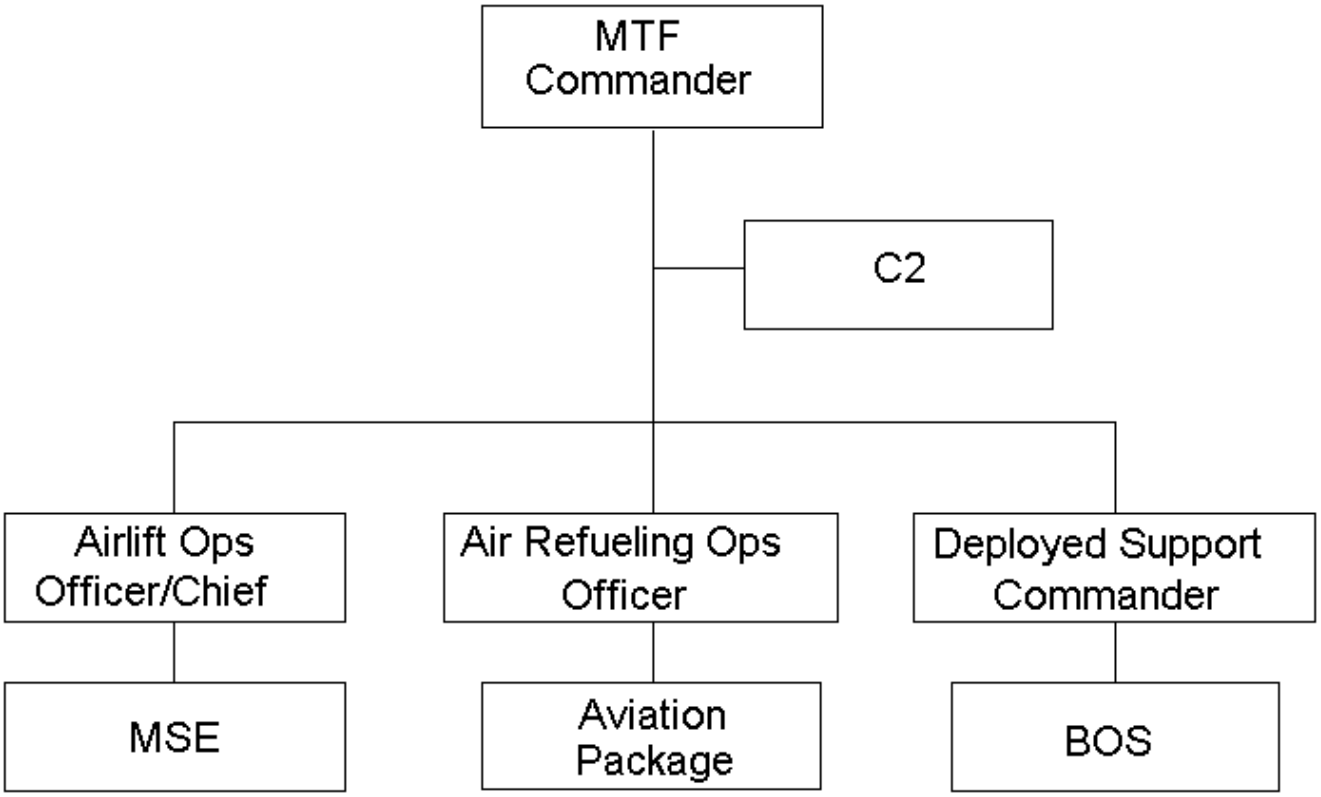


6.3.3. Integrated Mobility (Air Refueling and Airlift) Missions at Deployed Locations.

6.3.3.1. AMC air refueling and airlift missions conducted at the same deployed location will be organized by appropriately paring and tailoring mobility UTCs (9Axxx, 3Yxxx, HFKxx, 7E1xx, UFBxx, HFHxx, and XFFxx; plus others deemed necessary). Factors affecting the makeup of this organizational structure to be considered during the mission support planning process include, but are not limited to which element is there first, the scope of the mission, and the duration of operation. Duplication of equipment should be carefully considered and may be desired; especially if there is a possibility one of the missions could move forward. Additionally, the ranking individual in these UTCs will normally be designated the MTF/CC. **Figure 6.7.** depicts a typical deployed integrated mobility operation structure.

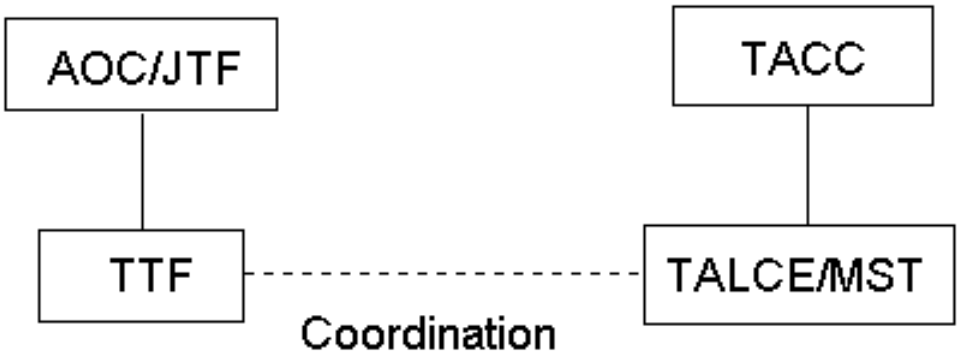
6.3.3.2. A DSC is provided when a deployed operation is established and the size of the BOS package exceeds MTF/CC's ability to properly manage BOS activities or when the supported command or host base shortfalls this requirement.

Figure 6.7. Deployed Intergrated AR and Airlift Mission Structure.



6.4. CHOPPED and UNCHOPPED Relationships. There may be an occasion when an AMC air refueling package is chopped to a theater commander and deployed to a base AMC is using or will use as a strategic airlift location. The amount of airlift activity at the deployed location will determine whether a TALCE or MST is used. The deployed air refueling package will receive required support from the theater and should send requirements through the appropriate agency. There may be instances where the TALCE/MST can assist the deployed tanker unit; however, the tanker unit should not depend on this support and should size the tanker aviation package accordingly. The TALCE/MST's mission is to support strategic mobility missions and may not be in a position to provide the desired level of support. **Figure 6.8.** shows a typical OPCON mix of air refueling and airlift missions.

Figure 6.8. CHOPPED TTF and AMC TALCE/MST at Same Location.



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Attachment 1

OBJECTIVE AME FUNCTIONS

A1.1. Function. This attachment breaks down responsibilities of AME functions supporting the TACC and assisting the DIRMOBFOR. This is only a suggested staff organization. TACC/CC and DIRMOBFOR may tailor it to meet specific requirements.

A1.2. Command (CC). The command section includes the AME director, deputy AME director, director and deputy director of operations, executive officer, first sergeant, and information management, personnel, and manpower staffs. The AME director is responsible to TACC/CC for orchestrating deployed strategic mobility resources for a supported theater. The AME director advises and resolves requirements for the DIRMOBFOR concerning strategic air mobility resources. Also, the AME director is responsible to the DIRMOBFOR for theater airlift management and air refueling management, when the AME is tasked for these responsibilities.

A1.3. Current Operations (DOOO). DOOO consists of several elements essential to the AME role in mission planning, tactics, and operations. Elements include airlift operations and plans, tanker operations and plans, airspace management, and life support. The DOOO chief is responsible for recommending the detailed commitment of deployed strategic mobility resources supporting the AOR.

A1.3.1. Tanker operations and plans (DOOT). Oversees AMC-assigned TTF operations and other strategic tanker missions supporting the AOR. DOOT reviews TACC-planned tanker mission activity and coordinates mission schedule adjustments, as needed. DOOT and AOC tanker cell coordinate tanker requirements when required. DOOT provides tanker tactics when missions are scheduled to transit the AOR.

A1.3.2. Airlift operations and plans (DOOX). Oversees AMC-assigned strategic airlift operations supporting the AOR. DOOX reviews TACC-planned airlift mission activity and accomplishes and coordinates mission schedule adjustments, as needed. DOOX will perform tactical airlift and airdrop employment planning when strategic missions are tasked.

A1.3.3. Airspace management (DOOXA). Coordinates and integrates strategic air mobility airspace requirements with theater airspace managers. DOOXA is responsible to the AME director and works in conjunction with DOOO and DOOC.

A1.3.4. Life support (DOOL). Provides supervision for deployed life support resources. DOOL monitors and resolves life support requirements for deployed mission support elements (TTF, TALCE, MST) as required. DOOL reports life support status to the director of current operations.

A1.4. Command and Control (DOOC). Monitors and coordinates the execution of all strategic air mobility operations supporting the AOR. Through mission monitoring, it facilitates centralized direction and control of strategic resources. DOOC adjusts and coordinates the interface of TACC-scheduled air mobility operations based on the current theater situation. DOOC consists of the mission monitoring branch (DOCC) and the reports and briefings branch (DOCR).

A1.4.1. Mission Monitoring (DOCC). Monitors TACC-executed and controlled strategic air mobility missions.

A1.4.2. Reports and Briefings (DOCR). Collects and records data for use in preparing and disseminating reports and required briefings.

A1.5. Air Transportation Staff and Aerial Port Control Center (APCC). Provides transportation staff and aerial port control center functions to manage and control all air passenger and cargo requirements. APCC is the C2 arm of air transportation. The APCC must be part of the process of developing airlift schedules, must know aerial port and user port clearance capability, coordinate with other AME branches (DOOC and DOOO) when developing cargo and passenger requirements, and be prepared to direct repositioning of aerial port assets as required. APCC collects and records intransit visibility (ITV) data for preparing reports for TACC, and it monitors and ensures recovery of all 463L pallets and nets entering the AOR and establishes a distribution plan for their redeployment as required.

A1.6. Logistics Operations Staff (LOS). Provides overall expertise for strategic air mobility operations. LOS is responsible for advising TACC and DIRMOBFOR on strategic mobility issues supporting the AOR. LOS includes logistics expertise (maintenance, supply, contracting, etc.), to augment the AME as requirements dictate.

A1.7. Intelligence Staff (INO). Ensures the AME and AMC-assigned mission support elements receive strategic air mobility focused threat assessments, analysis and warning information that could affect air mobility operations and relays this information to deployed units. INO ensures coordination and interface of air mobility intelligence requirements with the TACC and AOC intelligence staffs.

A1.8. Safety Staff (SEO). Manages and controls AMC safety personnel deployed in support of airlift and tanker operations. SEO serves as a planning function and advisor whose main thrust is to help prevent the accidental loss of AMC resources.

A1.9. Weather Staff (WXO). Manages and provides assistance to deployed AMC mission support weather resources in coordination with the AMC weather functional manager. WXO ensures timely and accurate weather information that could affect air mobility operations is available to the AME. Depending on the operations, WXO draws on weather support resources (both personnel and equipment) of the AOC.

A1.10. Communications Staff (SCO). Ensures optimum use of deployed communications support including C2IPS. SCO is designated as the single manager responsible for ensuring all communications links are fully operational to include encryption and authentication materials, equipment setup, computer (C2IPS, GDSS, etc.), and land mobile radio (LMR) support, requesting circuits and frequencies, strategic communications security (COMSEC) package (ICP), and systems for ITV.

A1.11. Civil Engineering Operations (CEO). Provides the AME director with engineering information affecting strategic air mobility operations. When required and tasked, CEO includes fire protection services, disaster preparedness, explosive ordnance disposal, and pavements and construction expertise.

A1.12. TALCE Management (DOOX) Branch. Oversees AMC-assigned multiple TALCE and MST operations supporting strategic air mobility operations when tasked. DOOX provides a focal point for coordinating TACC-directed taskings to mission support forces. This branch reports mission support forces' activities to the AME director and is tasked from AMCS, as required.

A1.13. Combat Control (DOXX). Provides command and control of combat control unit type codes (UTC). DOXX provides liaison with other deployed forces supporting or requiring support from deployed combat control UTCs.

A1.14. Office of Special Investigation (OSI). Provides a force protection advisor to the DIRMOBFOR, AME, and mission support forces. OSI evaluates applicable theater locations with varied terrorist, intelligence collection, and criminal threat environments and provides anti-terrorist and counterintelligence expertise to deployed AMC forces and personnel.

A1.15. Liaison Officers (LNO). Positioning of liaison staffs from other service components being supported by air mobility forces during exercises and contingencies has proven beneficial in the timely resolution of problems. Liaison staffs may be as large as a full battlefield coordination division (BCD) or as small as one officer or noncommissioned officer. Liaison officer specific duties will be coordinated with the AME director.

Attachment 2

OBJECTIVE TANKER CELL FUNCTIONS

A2.1. Function. This attachment presents the functions and responsibilities of a tanker cell provided to the AOC. The Tanker cell normally aligns with AOC's combat operations and combat plans staffs. The organization presented is only a suggested staff structure. The AOC director may organize the tanker cell as necessary to meet theater air refueling objectives.

A2.2. Tanker Operations Director (DON). Oversees the tanker cell functions and reports theater air refueling activities to the AOC Director. The tanker cell consists of two elements: tanker operations and tanker plans. The Tanker cell includes C2, logistics maintenance, communications support, and augmentation support, as required.

A2.2.1. Tanker Operations (DONO). Tanker controllers physically locate with the receiver (i.e. fighter) controllers and manage the execution of air refueling missions based on the daily theater ATO. DONO will monitor scheduled missions, divert scheduled missions or generate standby capability to support air refueling requirements. This element includes C2 and aircraft maintenance expertise.

A2.2.2. Tanker Plans and Tactics (DONP). Plans the specific day-to-day use of air refueling resources and recommends the detailed commitment of theater tanker resources. DONP coordinates with the AME's tanker operations elements when required theater air refueling exceeds the AOR capability. Since air refueling is critical to theater air operations, tanker planners closely coordinate with receiver planners and normally collocate with AOC's combat plans. DONP performs tactics planning for theater tanker operations, as needed.

A2.3. Logistics Staff (LOS). Provides overall logistics management for theater air refueling assets. Coordinates repair, supply, and other logistics efforts to sustain theater air refueling operations. Advises the AOC director and supported AFCC (or JFACC) on logistics requirements.

Attachment 3

TERMS AND DEFINITIONS

A3.1. Air Force Component Commander (AFCC). Senior Air Force commander who serves as the Air Force service component commander under the joint force commander (JFC). AFCC exercises overall command of all USAF forces within an area of responsibility (AOR). JFC may designate AFCC as the joint force air component commander (JFACC). When appointed, the JFACC is a functional component commander whose authority is derived from the JFC and whose purview extends over air assets from all Services within the theater or AOR.

A3.2. Airlift Coordination Cell (ALCC). Functions within the AOC to plan, coordinate manage, and execute theater airlift operations in the AOR. The exact organization of the ALCC will be dependent on the requirements of the theater and the AFCC's (or JFACC's) concept of organizing and operating the AOC. AFCC (or JFACC) normally exercises OPCON of the ALCC through the AOC director. Due to the nature of airlift operations, ALCC will exercise direct-liaison-authorized (DIRLAUTH) when coordinating with the AME (or TACC if no AME is established in theater), joint movement center (JMC), and DIRMOBFOR (if designated). Normally, ALCC will consist of airlift plans branch, airlift operations branch, and airlift support branch. Though consolidated in the ALCC, these airlift elements coordinate with various AOC planning and operational elements.

A3.3. Air Mobility Element (AME). An AMC-provided strategic air mobility C2 element responsible to AMC TACC. The AME provides the forward-present element necessary to extend AMC TACC, as necessary, to monitor and coordinate USTRANSCOM-assigned strategic air mobility operations supporting a theater or AOR. As the focal point for strategic airlift, the AME works closely with the ALCC to interface strategic airlift with theater airlift. Also, the AME monitors and coordinates, for AMC TACC, the AMC deployed forces (TTF, TALCE, MST, etc.,) that support a theater commander but remain under COMAMC OPCON. The AME, when possible, typically collocates with the AOC (or JAOC) (if formed), and provides strategic airlift and air refueling expertise and advice to the DIRMOBFOR. The AME remains under the OPCON of AMC/CC through TACC/CC. The corporate efforts of the AME, ALCC, and the Tanker cell ensure the seamless execution of air mobility operations.

A3.4. Air Mobility Operations Group (AMOG). The group organizes and trains deployable AMC forces to provide worldwide GLOBAL REACH LAYDOWN in support of USTRANSCOM-assigned missions. The AMOG consists of a headquarters element, an AMOS, AMCS, APS, AMMS, AMCOMS, CTCS, and associated detachments and operating locations. HQ AMC/DOOM is the functional manager for the AMOGs.

Note: Completion of the Battle Staff Course (#228550) held at the Air Force Air Ground Operations School (AGOS) is desirable as soon as practical after assignment to the AMOG. The AMOG commander will determine individuals requiring attendance. Shelter maintenance cadre will attend the Tactical Shelter Maintenance Course, #J3AZR5505-000. ANG and USAFR attendance to these courses is encouraged. AMOG and ARC personnel will develop, manage, and participate in combat survivability training. Combat survivability training includes weapons qualification; cover, camouflage, and concealment training (for individuals, vehicles, facilities, etc.); self-aid and buddy-care; vehicle operator care and management (M-series, forklift, etc.); and chemical warfare defense.

A3.5. Air Mobility Communications Squadron (AMCOMS). Provides a cadre of personnel to deploy worldwide and establish global communications, interface AMC and theater communications, and sustain communications capabilities for exercise, contingency, wartime, and other Department of Defense operations as directed.

A3.6. Air Mobility Control Squadron (AMCS). Provides a cadre of personnel to deploy worldwide and establish C2 capabilities at locations where insufficient or no operational support exists for air mobility assets. AMCSs operate TALCEs, deploy mission support teams, conduct airfield surveys, and AMC affiliation training.

A3.7. Air Mobility Maintenance Squadron (AMMS). Provides a cadre of personnel to deploy worldwide and establish maintenance capabilities for strategic air mobility assets at intermediate and offload locations.

A3.8. Air Mobility Operations Squadron (AMOS). Provides a cadre of personnel to deploy worldwide to establish an AME, Tanker cell (or Tanker cell augmentation) and an aerial port control center (APCC) when requested.

Note: In garrison, squadrons are available to assist in planning the tanker and airlift employment for exercises or contingencies. They coordinate with other agencies to meet exercise objectives.

A3.9. Air Operation Center (AOC). The principal air operations installation (land or ship based) from which all aircraft and air warning functions of tactical air operations are controlled. The AOC is the senior air operations element of the theater air control system. As focal point of the system, the AOC is connected by communications to operations, logistics, intelligence centers, appropriate staff elements of higher and lateral headquarters, other intelligence agencies, subordinate units, and subordinate elements of the theater air control system.

A3.10. Aerial Port Squadron (APS). Provides a cadre of personnel to deploy worldwide and establish aerial port capabilities at outload, intermediate, and offload locations.

A3.11. Aerial Port Control Center (APCC). Provides in-theater command and control of all aerial port personnel and assets and ensures timely movement of all air passenger and cargo requirements.

A3.12. Combined Force. A military force composed of elements of two or more nations.

A3.13. Commander, Air Force Forces (COMAFFOR). Senior Air Force commander responsible for all Air Force forces assigned to joint task force.

A3.14. Combat Control Teams (CCT). CCTs are small, task organized teams of Air Force parachutists and combat diver qualified personnel trained and equipped to control drop, landing, and extraction zone air traffic in austere or hostile conditions. These teams survey and establish terminal airheads as well as provide guidance to aircraft for airlift operations. They provide command and control and conduct reconnaissance, surveillance, and survey assessments of potential objective airfields and assault zones, in addition to performing limited weather observations and removal of obstacles or unexploded ordinance with demolition. The ALCC will control CCT operations through the CCT operations staff.

A3.15. Combat Camera Squadron (CTCS). Provides combat camera documentation of contingency operations, exercises, test programs, and historical interest events. CTCS also provides for editing, cataloging, duplication, and transmission of imagery.

A3.16. Director, Aeromedical Evacuation (AE) Forces (DIRAEFOR). Senior officer with extensive background in AE operations, responsible for managing theater-assigned AE forces within a geographic area outside continental United States or for a designated operation within a supported theater. DIRAEFOR advises the AOC director or the DIRMOBFOR concerning the employment of theater AE forces and is responsible for AE operations affecting the theater and theater interface with the strategic AE system. Unless otherwise identified by the AFCC (or JFACC), DIRAEFOR will normally be the senior AE representative working within the AOC. DIRAEFOR is responsible to either the AOC director or DIRMOBFOR.

A3.17. Director, Air Operation Center (DIRAOC). The senior air operations officer responsible for managing and integrating Air Force combat air and combat air support functions within the theater air operations system.

A3.18. Director of Mobility Forces (DIRMOBFOR). The DIRMOBFOR is a senior officer, fluent in air mobility operations, with the coordinating authority to resolve conflicts and competing priorities that may arise between the theater air logistics system and strategic air mobility operations. His duties and authority will be as directed by the AFCC (or JFACC) to satisfy the objectives of the theater commander-in-chief.

A3.19. Detachments (Det) and Operating Locations (OL). Dets and OLs aligned under the AMOG include: theater airlift liaison officers (TALO) and staff at multiple locations, logistics technicians at the C-5 depot at Kelly AFB, Texas, Air Reserve component liaison officers, and contract airlift personnel located at commercial passenger outload locations.

A3.20. Joint Force. General term applied to a force that is composed of significant elements of the US Army, Navy, or Marine Corps and the Air Force or two or more of these services operating under a single commander authorized to exercise unified command and operational control over joint forces.

A3.21. Joint Forces Commander (JFC). General term applied to a commander authorized to exercise combatant command (command authority) or OPCON over a joint force.

A3.22. Joint Force Air Component Commander (JFACC). JFACC derives authority from the JFC who has authority to exercise OPCON, assign missions, direct coordination among subordinate commanders, redirect and organize forces to ensure unity of effort in the accomplishment of the overall mission. The JFC will normally designate a JFACC. JFACC responsibilities will normally be assigned by the JFC. (Normally, responsibilities would include, but not be limited to, planning, coordinating, allocating, and tasking based on the JFC's apportionment decision.) Using JFC guidance and authority in conjunction with other service component commanders and other assigned or supporting commanders, the JFACC will recommend to the JFC apportionment of air sorties to various missions or geographic areas.

A3.23. Provisional Units (wings, groups, and squadrons). Temporary units established to perform a specific task for a specified period of time.

A3.24. Strategic Air Mobility. AMC forces employed in support of the USCINCTRANS global air mobility mission. These strategic forces provide the air mobility capability to deploy, sustain, and redeploy military forces to support a theater or AOR. Strategic air mobility forces are not aircraft-type specific (C-141 or KC-10), but are defined by the mission performed. Strategic missions normally perform long-haul, transient operations when supporting the theater or AOR. For example, a strategic airlift mission will normally accomplish "mission-closure" when the aircraft arrives at the port of debarkation (POD). Strategic mobility missions usually support multiple theaters or AORs, as tasked.

A3.25. AMC Tanker Airlift Control Center (TACC). The AMC TACC is the functional name for the highest level in the AMC C2 system providing centralized command and control of AMC assigned, operated, and gained forces. This agency serves as the central execution agency for determining and tasking all AMC operational and mission requirements. TACC C2 is divided into four cells. Three cells are geographic (Americas, East, and West). They provide mission management of AMC resources in their AOR. The fourth cell is the TACC emergency actions cell, which implements applicable JCS, Air Force, USTRANSCOM, and AMC coded and clear text emergency actions directives. The AMC TACC is a direct reporting unit to AMC.

A3.26. Tanker Airlift Control Element (TALCE). A provisional, deployed AMC organization established at fixed, en route, and deployed locations where AMC operational support is non-existent or insufficient. AMCI 10-202, volume 4, describes TALCE operations. TALCE provides continuing on-site management of AMC airfield operations including C2, communications, aerial port, maintenance, security, services, weather, finance, contracting and intelligence—critical elements needed to ensure a safe and highly efficient air base for all tanker and airlift operations. The TALCE is composed of mission support elements from various units and deploys in support of special assignment airlift mission (SAAM), joint airborne and air transportability training (JA/ATT), tanker support, and contingency and emergency relief missions on both planned and "no notice" basis.

- Since TALCEs are deployed primarily to support AMC's global air mobility mission, they will normally remain under OPCON of COMAMC. The AME will be theater coordination interface and relay global mission movement to AMC TACC. If a TALCE CHOPs to the theater, the TALCE will report to the ALCC.

A3.27. Tanker Cell. The tanker cell plans, directs, coordinates, and executes theater-assigned and -attached air refueling assets. Collocates with the AOC and will normally be assigned to combat plans and combat operations to integrate air refueling assets with combat air and combat support operations. AMC provides a tanker cell or augmentation support to establish a cell as requested by the supported theater commander. AMC elements provided to a tanker cell are under the OPCON of the theater. The tanker cell provides theater air refueling and airlift expertise to the AFCC and AOC director (and DIRMOBFOR, as tasked).

A3.28. Tanker Task Force (TTF). A TTF forms as required to provide air refueling during deployment, employment, and other such times when air refueling requirements increase in an area without permanent tankers.

A3.29. Theater Air Mobility. Forces employed in support of a unified commander-in-chief's theater air mobility mission. These forces normally attach to the air component of a supported unified command, a subordinate unified command, or a joint task force. Mission taskings for these forces are directed in ATO.

When attached, these forces are managed by the theater air control system. These forces will operate from permanent facilities or will be deployed to limited or bare-base areas.

- **Theater-Assigned Mobility Forces.** Mobility forces permanently assigned to theater commanders-in-chief, e.g. C-130s at Yokota AB permanently assigned to Pacific Command (USPACOM). The Secretary of Defense normally assigns forces to commanders-in-chief in the "forces for unified commands" memorandum.

A3.29.1. Theater-Attached Air Mobility Forces. Theater-attached air mobility forces are forces assigned to augment theater-assigned air mobility forces (***EXAMPLE***: Air Combat Command C-130s from Little Rock AFB augmenting the air mobility forces at Kadena AB for USPACOM).

A3.30. Theater Air Control System. Provides AFCC (or JFACC) with elements to centrally plan, direct, and control theater air operations and coordinates air operations with other services. It is composed of control agencies and communications-electronics facilities that provide the means for centralized control and decentralized execution. It is the system used to complete current planning, sortie allocation, and force tasking and control. Types of missions include counter air, air interdiction, close air support, aerospace surveillance and reconnaissance, air refueling, theater airlift, special operations, maritime operations, and other air operations that are coordinated and integrated through the theater air control system. The system also provides the AFCC (or JFACC) with the facilities required for air defense and airspace control in an area of operations.

A3.31. Theater Airlift Liaison Officers (TALO). Rated officers with extensive experience in tactical airlift and airdrop operations. They are primarily assigned to Army units with high priority, short notice airborne and air mobility missions. They work with the supported commander's G-3 or G-4 staff to provide advice and assistance on air mobility matters. They assist in evaluating the feasibility of proposed air mobility operations, setting the appropriate priorities, and identifying problem areas. They provide key recommendations to both the Army commander and AMC C2 agencies. They also assist in requesting tactical airlift, survey and approve tactical drop zones, and control certain airdrop operations.